

PART I

INTRODUCTION



This page intentionally left blank.

Part I

Introduction

Planning for Otay Ranch is a cooperative effort between the City of Chula Vista and the County of San Diego. Members of the public have also regularly participated in the planning process. This joint planning effort has resulted in this Otay Ranch General Development Plan (GDP)/Subregional Plan (SRP), which sets forth a comprehensive plan for Otay Ranch. The GDP/SRP is an integrated policy document, which combines the requirements of the City of Chula Vista and the County of San Diego. This GDP/SRP:

- ❑ Identifies the land use pattern and intensities for the Otay Ranch community;
- ❑ Identifies Otay Ranch land use, facility, environmental, economic and social goals, objectives and policies;
- ❑ Informs citizens, the land owner, decision-makers and local jurisdictions of the policies which will guide development within the Otay Ranch;
- ❑ Guides the coordinated development of Otay Ranch consistent with the goals of the City of Chula Vista, County of San Diego and the region; and
- ❑ Provides a foundation for the subsequent consideration and approval of Sectional Planning Area/Specific Plans and Subdivision Maps.

This page intentionally left blank.

Chapter 1

Guiding Principles

The Plan will:

- ☐ Create an urban center that will provide a unique functional and symbolic center for Otay Ranch.
- ☐ Cluster development in villages with varying character and density, interrelated on the Otay Valley Parcel, yet distinct in identity and style.
- ☐ Provide a range of transportation alternatives to the automobile, most notably transit and pedestrian activities.
- ☐ Create an open space preserve unequalled in San Diego County, which preserves for today and manages for tomorrow.
- ☐ Recognize the importance of environmental and landform preservation and the need to design environmentally sensitive communities.
- ☐ Design streets, plazas and buildings to complement human, rather than automotive, activity.
- ☐ Protect the character of existing communities such as Jamul, Dulzura and Chula Vista.

This page intentionally left blank.

Chapter 2

Planning Principles

The purpose of the Otay Ranch GDP/SRP is to serve the needs of its residents and the region by learning lessons from the past and maintaining the flexibility to take advantage of the future. This is accomplished through the establishment of plans and policies within a framework of fundamental principles, which represent the next generation of community planning:

Comprehensive Regional Planning

Through interjurisdictional cooperation, Otay Ranch will complement, integrate and implement regional plans...

...planning for a complete and balanced community with housing, shops, work places, schools, parks, civic facilities and open spaces.

...planning that looks at the big picture, melding regional plans for transit, open space and wildlife, water reclamation and reuse, and air quality.

...planning that balances a broad range of considerations - physical, social, environmental and economic.

...planning that reduces urban sprawl and ensures compatibility with adjacent communities.

Village Concept

Otay Ranch will cluster the majority of development in villages, with conveniently located homes, jobs, schools, parks and other daily needs...

...villages with well defined edges such as the Chula Vista Greenbelt, open spaces or wildlife corridors.

...villages with mixed-use centers focused on shops, plazas, parks, and housing arranged to encourage people to meet and greet one another throughout the day and into the night.

...villages fashioned to encourage walking and biking on streets linked to interesting destinations.

...villages with a wide variety of housing types, responding to the needs of families, singles, students and seniors.

...villages which locate activity hubs next to transit stations.

...villages designed for people, with inviting pedestrian-accessible public spaces.

...villages planned to reduce reliance on the automobile.

...villages offering residents the choice to live, work, play, learn or shop within Otay Ranch.

Open Space and Environmental Protection

Environmental stewardship will dominate Otay Ranch through a massive open space system...

...an open space system which restores and preserves nature's resources for generations to come, including sensitive habitats, special land forms and wildlife corridors.

...an open space system which links village centers and parks to natural areas through a series of pathways.

...an open space system with public education programs to increase interest in and awareness of the wonders of nature.

...a park system which includes regional, community and local parks.

Facilities Concurrent with Need

Public services and facilities will meet the needs of the Otay Ranch residents...

...services and facilities will be conveniently located and efficiently managed.

...services and facilities will be financed without undermining the tax base of surrounding communities.

...services and facilities will be provided to Otay Ranch residents when needed.

Conserve Resources and Minimize Waste

Otay Ranch will wisely use and manage limited resources...

...water will be conserved and reused.

...trash will be reduced and recycled.

...energy will be conserved.

...air will be made cleaner by reducing Otay Ranch's reliance on the car.

Chapter 3

History of Otay Ranch

Otay: "a wide and level knoll," "big hill," "a solitary hill in a flat valley," or "a brushy place."

Dona Magdalena Estudillo, daughter of Captain Jose Maria Estudillo, received a land grant from Governor Jose Maria Echeandia in 1820, which encompassed the 6,657-acre Indian village of Otay. At the same time, Jose Antonio Estudillo, her brother, received the smaller grant (4,436 acres) of Rancho Janal, which adjoined Otay Rancho. On May 4, 1846, Governor Pio Pico reaffirmed these grants.

The Land Act of 1851 required all holders of property in California to prove their rights of ownership to the lands they claimed. The Estudillo's petitions for the Otay and Janal properties lasted 10 years, followed by lengthy court hearings. Dona Magdalena's claim was finally confirmed on January 21, 1872 by the United States Land Commission, and Jose G. Estudillo, son of Jose Antonio, received the final patent for Rancho Janal from the United States Land Commission at the same time.

Both properties were known as Rancho Otay at that time, with the Janal Rancho designated as Otay Dominguez, and the original Otay Rancho being called Otay Estudillo. Although both ranchos were administered together, they each had their own cattle brand.

During the 10-year delay for confirmation, Otay Ranch changed ownership several times. The first American owner of the property was Solon S. Sanborn, who purchased it on July 1, 1872. Captain Matthew Sherman bought a half interest in the property in the same year. Sherman was mayor of San Diego in 1891 and a Civil War veteran. In 1883, Otay Rancho was owned by the San Diego Land and Town Company, a subsidiary of the Santa Fe Railroad. In 1900, the San Diego Land and Town Company filed a subdivision map on part of the property.

John D. Spreckles, a Coronado financier and owner of the Hotel del Coronado, bought Otay Ranch around 1900. Mr. Spreckles then sold both Otay and Janal to his friend, Elisha Spurr Babcock. Mr. Babcock, the builder of the Hotel del Coronado, came to San Diego on a vacation and, after a prolonged stay, decided to make San Diego his home. He made several investments in San Diego, including the Otay Water Company (later the Southern California Mountain Water Company), which he organized in 1895 to provide a reliable water source for the growing city of San Diego. The company completed construction of Lower Otay Dam in 1897. By 1904, the company had constructed both Upper and Lower Otay Dams and begun another dam at Morena Lake. He sold his interest in the Southern California Mountain Water Company to the Spreckles companies in 1906. Later, the City of San Diego acquired the lands of the Upper and Lower Otay Reservoirs.

Babcock was an avid sportsman, and he went on several hunting trips to the Otay region to hunt ducks, quail, rabbits, and other game. He organized a hunting and fishing club for the purpose of entertaining his friends, prominent dignitaries, and the guest at the Hotel del Coronado, which he managed. He also constructed several hunting blinds and sheds to be used during hunting trips. Babcock died suddenly in 1922.

In 1923, real estate dealer Rube Harrison bought the property. Mr. Harrison helped develop several large tracts of land in San Diego County. In 1937, Harrison was involved in several suits brought against him by Henry J. Adams, who had bought properties in partnership with Harrison. One of the suits was for allegedly cheating Adams out of \$64,792 for the purchase of Otay Ranch.

Rube E. Harrison sold the property to Stephen Birch in 1936. Mr. Birch was a wealthy man who had made his fortune as a mining engineer in the early days of Alaskan mining. He was the chairman of the board of the Kennecott Copper Corporation, and the president of the Alaska Steamship Company. The Birches were a prominent family in the East, with a lineage in the United States dating back to 1616. Stephen Birch married Mary Celine Rand in New Jersey in 1916. Their daughter, Mary was born in 1917, and their son, Stephen, Jr. was born in 1918.

Birch had come to California on vacation in the 1920s and liked it so much he purchased several large tracts of land, including Rancho Otay. By combining the contiguous properties, the original area of Rancho Otay, which was nearly 6,658 acres, grew to about 29,000 acres. The 11-acre estate where the family lived was called Rancho del Otay. The ranch was called the Otay Agricultural Corporation. Later, the name was changed to United Enterprises. Stephen Birch, Jr. was president of the company and Mary R. Birch was vice president.

The land was farmed, producing lima beans, hay and grain. Lima beans were abandoned, as a major crop in 1949, when the bindweed morning glory infested the fields so badly the bean plants could not grow properly.

Cattle ranching at the farm specialized in raising polled Herefords, Black Angus, and Santa Gertrudis. The brand used to identify them was the same one that had been used by Magdalena Estudillo in the 1800s.

Stephen Birch also used small portions of the ranch for his hobbies. He had a greenhouse, under the direction of a university-trained botanist, where he raised 1,800 orchids and established a game bird hatchery. The Bird Ranch complex was an outgrowth of the game bird hatchery. Birch constructed a large, almost circular, twelve-sided building used for raising quail and possibly

pheasant hatchlings. When the young birds were large enough, they were released on the ranch property for hunting.

Dorace Edgar Scarbery supervised Otay Ranch from 1938 to 1940. As a result of Scarbery's advice and management, Otay Ranch began to make a larger profit. Scarbery advised putting stock out to graze the range, supervised their purchase and improved the stock by using high quality purebred Polled Hereford Bulls for breeding. He directed a scientifically proven program of land management that included leveling 1,000 acres for growing barley, oats and alfalfa. In addition, he participated in developing a new hybrid lima bean.

Mr. Birch died in 1940. Mary Birch, daughter of Stephen Sr., lived on the property for three decades. She inherited the ranch, family farming business and Rancho del Otay from her father in 1940. In 1955, Mary Birch married Patrick R. Patrick, a retired commander in the Royal Air Force. They moved to the Otay property and lived there for the rest of their lives. They built several guesthouses and other residences for ranch hands and other employees. Although wealthy, they preferred a simple life and were very private people.

Mary Birch Patrick donated the land for a hospital where the Chula Vista Community Hospital complex now stands. In 1971, Mary's husband Patrick died, followed by Mary's death in 1983.

The Otay Ranch property was sold to The Baldwin Company by United Enterprises in November, 1988.

This page intentionally left blank.

Chapter 4

Plan Summary

Section A

Overview

Planning the community of Otay Ranch is a highly evolutionary process. In 1989, The Baldwin Company submitted an initial draft General Plan Amendment. This proposal was reviewed by the City of Chula Vista, the County of San Diego, citizen committees, technical committees and planners from many public entities. Many environmental, facility and planning issues were identified, analyzed and resolved. The analysis of these issues led to the development of new and innovative planning concepts expressed through seven alternative plans. Each alternative plan raised additional issues, which were also studied and resolved. This issue identification/resolution process eventually led to the preparation of the proposed General Development Plan/Subregional Plan, which best resolves identified issues and balances competing interests.

Section B

Jurisdictional Setting

The 22,899-acre Otay Ranch is situated on unincorporated land and comprises seven separate parcels located in southwestern San Diego County. A majority (22,509 acres) of Otay Ranch is located within the unincorporated area of San Diego County; the remaining portions (390 acres) are situated in the Otay Mesa area of the City of San Diego, south of the Otay River Valley. The City of Chula Vista included the Otay Valley Parcel as part of the Chula Vista General Plan Eastern Territories section. The Local Agency Formation Commission designated the western portion of Otay Ranch as a special study area, in order to allow for the preparation of a comprehensive land plan before deciding ultimate jurisdictional alignments.

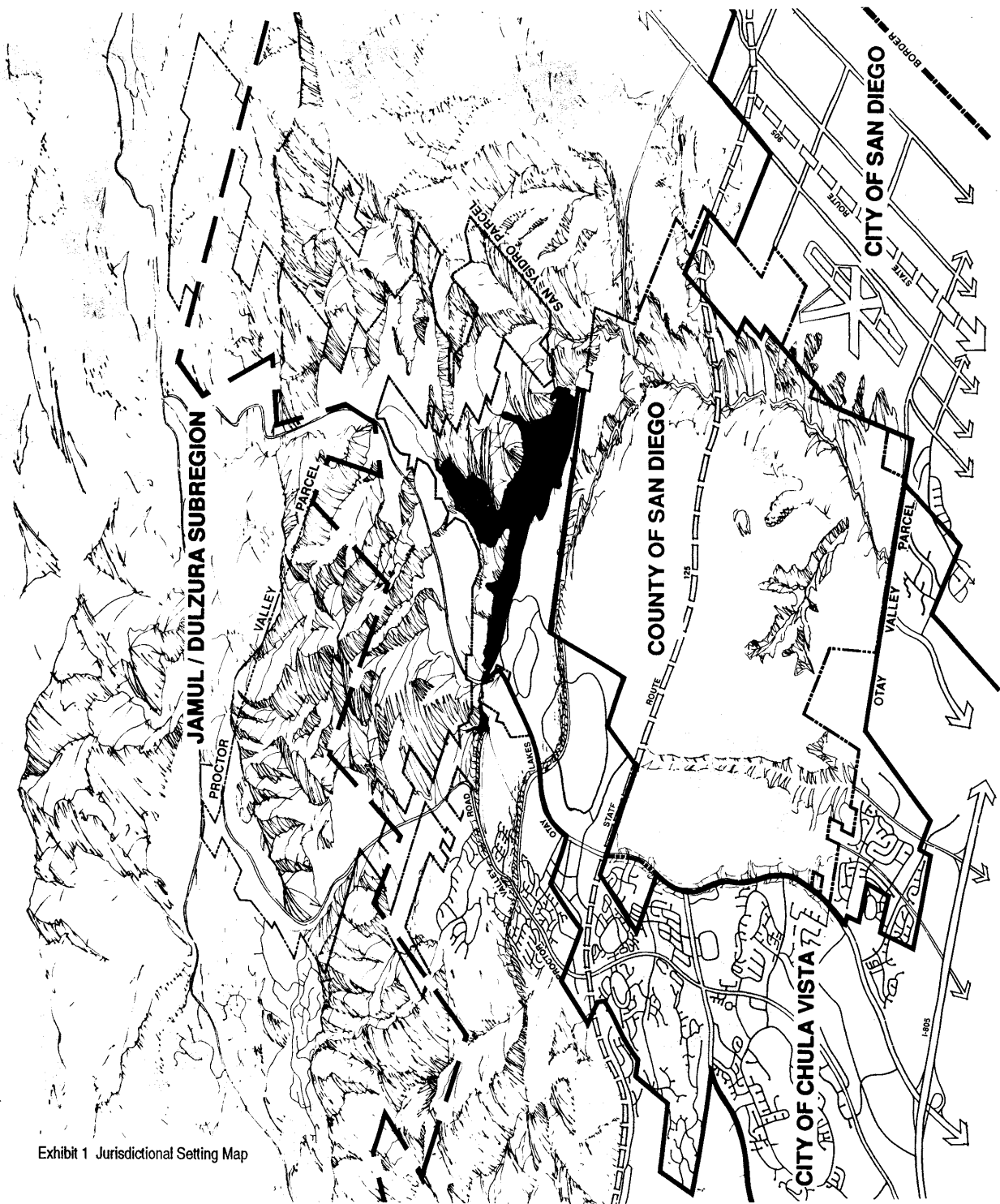


Exhibit 1 Jurisdictional Setting Map

Section C**Otay Ranch Planning History***Early Planning - 1984 to 1989*

United Enterprises Ltd., the prior property owner, initiated a planning process for the Otay Ranch in 1984, by requesting County authorization to process an application for a General Plan Amendment governing Otay Ranch. Due to the size and complexity of the project, and the need to work with other jurisdictions, the County created an informal cooperative planning process through the adoption of Board of Supervisors Policy I-109¹. After four years of preliminary studies, in early 1989, the County Board of Supervisors authorized submittal of a General Plan Amendment for the Otay Ranch property.

In November of 1988, The Baldwin Company purchased the Otay Ranch property from United Enterprises Ltd. In April of 1989, The Baldwin Company executed a "Statement of Intention"² with the City of Chula Vista, contemplating the preparation of a Development Agreement in association with the planning of Otay Ranch, and recognizing that the planning and development of Otay Ranch would have a tremendous impact on Chula Vista.

Memorandum of Understanding

On August 1, 1989, the County Board of Supervisors and Chula Vista City Council executed a Memorandum of Understanding³ formally empowering the Interjurisdictional Task Force (IJTF) to coordinate the preparation and review of Otay Ranch plans and to formalize the relationship between the County of San Diego and City of Chula Vista's planning efforts.

This Memorandum of Understanding sets forth a work plan for the joint processing and review of Otay Ranch planning documents, and adoption of General Plan Amendments, Master Development Agreements, an Environmental Impact Report, Service Revenue Plan, Sphere of Influence Study and Annexation Plan. The Memorandum of Understanding created a joint planning team and designated the City of Chula Vista as the lead agency in supervising the preparation of the Otay Ranch Environmental Impact Report, with the County providing review services.

¹ County Board of Supervisors Policy I-109, (Otay Ranch Reference Document)

² Resolution of the City Council of the City of Chula Vista "Statement of Intention" Concerning the Creation of Otay Ranch, 4/27/89; (Otay Ranch Reference Document)

³ Memorandum of Understanding between the City of Chula Vista and the County of San Diego to establish a joint planning team for the processing of the Otay Ranch project, 8/1/89; (Otay Ranch Reference Document)

Interjurisdictional Task Force

The Interjurisdictional Task Force (IJTF) consists of community representatives and elected officials from the City of Chula Vista, the County of San Diego and the City of San Diego, as depicted below. The IJTF is a joint body whose function is to review and make policy recommendations to the County Board of Supervisors and Chula Vista City Council regarding Otay Ranch.

<p>Interjurisdictional Task Force Brian Bilbray, County Supervisor Leonard Moore, Chula Vista City Council George Bailey, County Supervisor Jerry Rindone, Chula Vista City Council Bob Filner, San Diego City Council Susan Fuller, Chula Vista Planning Commission Frank Urtasun, County Planning Commission Bob Tugenberg, Public Mark Montijo, Jamul/Dulzura Community Planning Group Claudia Troisi, The Baldwin Company</p>
--

Exhibit 2 Interjurisdictional Task Force⁴

⁴ Past Members:
Greg Cox, City of Chula Vista
Gayle McCandliss, City of Chula Vista
Frank Scott, Public

Executive Committee: The Executive Committee consists of key executive staff from both the County of San Diego and the City of Chula Vista. This committee provides direction to the Joint Project Team and makes recommendations to the IJTF.

**Interjurisdictional Task Force
Executive Committee**

John Goss, Chula Vista City
Lari Sheehan, County Deputy
George Krempf, Chula Vista Deputy City
Jerry Jamriska, County Deputy Planning
Tony Lettieri, Joint Project Team General

Exhibit 3 Interjurisdictional Task Force Executive Staff Committee

Project Team: The Joint Project Team is comprised of planning professionals from the County of San Diego and the City of Chula Vista, assembled to assist in the preparation, review and analysis of Otay Ranch planning documents. The team is managed by Joint Project Team General Manager, Tony Lettieri. The Joint Project Team also secures the services of outside planning, engineering, financial and environmental consultants.

**Interjurisdictional Task Force
Joint Project Team**

Joint Project Team General Manager, Tony
County Of San Diego Planning
City Of Chula Vista Planning
Retained Planning, Financial and Environmental

Exhibit 4 Interjurisdictional Task Force Joint Project Team

Technical Committees: The Interjurisdictional Task Force established nine Technical Committees to provide technical review of the Otay Ranch New Town Plan and subsequent alternative land use plans and analyses. These groups of professionals from SANDAG, CalTrans, City of San Diego, County of San Diego and City of Chula Vista developed systematic approaches to critique

the various evolving plans. Technical Committees studied and provided written reports on transportation, infrastructure, public services (police and fire), service revenue and regional services. The nine technical committees are depicted below.

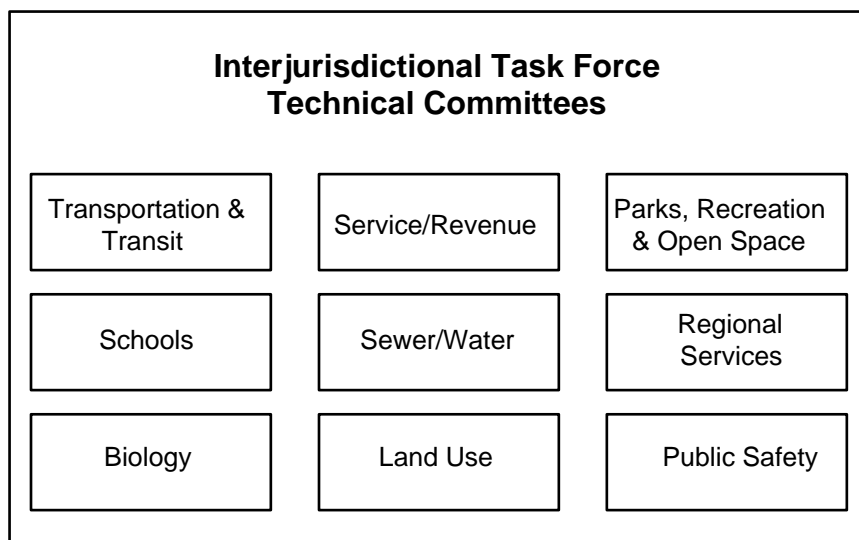


Exhibit 5 Interjurisdictional Task Force Technical Committees

Public Participation: Public participation has been a key component of the Otay Ranch planning process. Early in the planning process, The Baldwin Company formed 11 Community Advisory Task Forces (CATF). Over 130 citizens participated in 46 individual task force sessions over a four-month period. Soon after a March 1990 public workshop, the IJTF created seven new citizen committees to review Otay Ranch plans. These committees met over a three-month period.

New Town Plan: In October 1989, The Baldwin Company submitted a General Plan Amendment application to the Interjurisdictional Task Force entitled the Otay Ranch New Town Plan⁵. The application proposed the creation of a community with residential villages, resorts, a commercial center, a research park, a university site and two regional parks. The New Town Plan called for 15 villages built throughout the Ranch over the next four decades, providing approximately 49,648 new homes, related services and employment opportunities.

IJTF Goals, Policies, Objectives: In December of 1989, the Interjurisdictional Task Force accepted the Otay Ranch Goals, Objectives and Policies⁶. These goals, objectives and policies

⁵ Otay Ranch New Town Plan, The Baldwin Company; 10/31/89.

⁶ Otay Ranch Goals, Objectives and Policies, Interjurisdictional Task Force, 12/89; (Otay Ranch Reference Document).

provide a policy framework to guide review of The Baldwin Company General Plan application, subsequent land use alternatives and the preparation of the General Development Plan/Subregional Plan.

March 10, 1990 Public Workshop: On Saturday, March 10, 1990, the IJTF hosted a public workshop to explain the Otay Ranch planning process, the status of the environmental review, the components of the New Town Plan, and to gain public input concerning the future of the Ranch property. Following the IJTF workshop, seven IJTF citizen committees were formed to review the preparation of future plans. The committees focused on cultural arts/libraries, environmental/sensitive lands, housing, parks, recreation and open space, traffic and roads, sewer/water/conservation, and senior/social services issues. Meetings were held over a three-month period.

Interjurisdictional Task Force Workshop: The Interjurisdictional Task Force conducted an expansive, free flowing workshop on March 21, 1990 to more precisely define Otay Ranch planning goals, issues and priorities in response to the proposed New Town Plan, public comments and professional analysis. Discussion centered on the following key issues⁷:

- o *SR-125:* Higher intensity development should be concentrated along the SR-125 corridor.
- o *Mass Transit:* High priority is given to mass transit, including strategic use of density to promote a successful transit system.
- o *Intensities:* Higher intensities near transit corridors may be acceptable to support mass transit.
- o *Eastern Urban Center:* The Eastern Urban Center should be highly focused and may contain intense land uses.
- o *Resort Center:* A destination resort should be considered within the Otay Ranch.
- o *Campus Style Industrial:* Land should be included on the Otay Valley Parcel for research and industrial uses.

Project Team Land Use Alternatives: On June 21 1990, IJTF staff released the "Project Team Land Use Alternatives," which included four alternative land use plans: the Project Team Alternative (PTA), the Low Density Alternative, the Environmental Alternative and the Fourth Alternative⁸. The plans represent the Joint Project Team's critique of the New Town Plan, and efforts to

⁷ Interjurisdictional Task Force Public Workshop Report; 3/21/90.

⁸ Project Team Land Use Alternatives, Otay Ranch Joint Project Team, 6/21/90 (Otay Ranch Reference Document)

illustrate alternative interpretations of the accepted goals and objectives.

Citizen Committees Combine: In September 1990, following release of the Project Team Land Use Alternatives, the IJTF combined the Baldwin Citizen Advisory Task Forces and IJTF committees to form the Governing Committee. The purpose of this committee is to oversee the progress of its three subcommittees and attempt to resolve any conflicts. The Governing Committee is comprised of all Natural Resources, Infrastructure and Human Resources Subcommittee members.

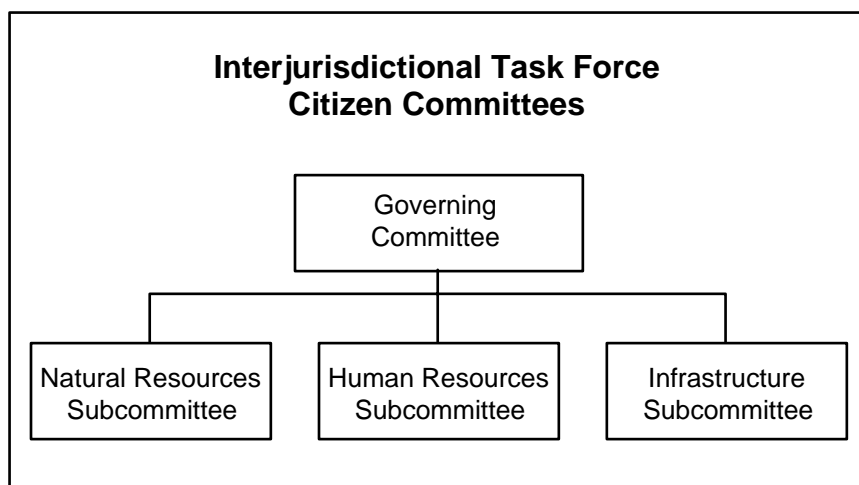


Exhibit 6 Interjurisdictional Task Force Citizen Committees

Between September 1990 and December 1991, the Governing Committee and its three Subcommittees met 54 times to review a variety of documents which emerged through the planning process, including the initial general plan proposal, various alternative land use plans, draft implementation plans, and 16 issue papers prepared between August 1990 and October 1991.

The Governing Committee authored a series of recommendations for consideration by the Interjurisdictional Task Force, which are included as a reference document to the Otay Ranch GDP/SRP⁹.

Planning Expert Seminar: In August of 1990, the Interjurisdictional Task Force sponsored a seminar with national land planning experts to critique the alternative Otay Ranch planning concepts. The workshop discussion emphasized the following facility-related planning themes¹⁰:

⁹ Report to the Interjurisdictional Task Force, Otay Ranch Citizen Advisory Committee, Nov. 1990 to Nov 1991; (Otay Ranch Reference Document).

¹⁰ Expert Seminar Materials and Summary; 8/11/90 (Otay Ranch Reference Document).

- o Emphasize non-motorized pathways which stress walking, cycling and mass transit.
- o Build incrementally and be careful to recognize the role of the market place. Don't require facilities and services or the build-out of land uses before market demand exists.
- o Basic infrastructure should be built concurrent with need. Schools are the basic infrastructure which define neighborhood character and boundaries. Cultural facilities create bridges of goodwill and opportunity. Village centers should use public facilities as the catalyst to create a sense of place.
- o Look to new flexible and non-traditional planning and building standards to make Otay Ranch unique.

1990 Issue Papers: The Interjurisdictional Task Force directed Project Team staff to prepare "Issue Papers"¹¹ to identify key issues and explore alternatives to resolve conflicts. This set of issue papers was prepared during the summer of 1990, and accepted by the Interjurisdictional Task Force in late summer and early fall. Issue papers addressed the following topics:

- o *North/South Transit Corridor:* Include a north/south transit corridor which generally follows the SR-125 alignment through the Otay Ranch and extends easterly into the heart of the Eastern Urban Center.
- o *East/West Transit Corridor:* Provide for an east/west transit corridor.
- o *Otay Valley Road and Paseo Ranchero Alignments:* Extend Otay Valley Road southerly of Rock Mountain immediately exiting the valley on the north side. Paseo Ranchero, at its southern extremity, should cross the Otay River Valley at the approximate location of the current river crossing, and extend southerly to the current location of Otay Valley Road/Heritage Road (north-south segment).
- o *South Dam Road:* Delete South Dam Road and configure land uses so that a future road connection remains feasible.
- o *Proctor Valley Road Alignment:* Align Proctor Valley Road as shown in the County General Plan, except that the most easterly portion will swing further to the south to intersect SR-94.

¹¹ North/South Transit Corridor (9/5/90); East/West Transit Corridor (9/5/90); Otay Valley Road and Paseo Ranchero Alignment (8/30/90); South Dam Road (8/30/90); Proctor Valley Road Alignment (8/31/90); Millar Ranch Road (8/30/90); Eastern Urban Center Location (10/10/90); Eastern Urban Center Land Use (10/12/90); Intensity Character of Village Commercial Centers (10/15/90); and Road Interchanges on SR-125 (10/17/90); Water Availability (10/17/90).

- o *Millar Ranch Road:* Include Millar Ranch Road in the final land use plan as a major public road.
- o *Eastern Urban Center Location:* Locate the Eastern Urban Center east of SR-125 and south of Orange Avenue.
- o *Eastern Urban Center Land Use Intensity:* Eastern Urban Center (EUC) residential intensities should range from 2-story town homes to high-rise apartments and condominiums. Commercial development should be comprised of a regional mall and specialty retail shops at the base of office buildings. Business hotels and office development should be planned. Public uses such as a civic center, cultural center, park and ride facilities, parks, transit stations, schools and childcare facilities should also be included in the EUC.
- o *Character of Village Commercial Centers:* The village commercial centers on the Otay Valley Parcel should: include all neighborhood and community commercial uses; be located away from major circulation element roads; include higher intensity residential development in close proximity to the village center; and mix commercial uses with civic, residential, employment and recreational uses in an environment which allows transit users, pedestrians, bicyclists and automobile drivers equal and easy access to and within each village center.
- o *Road Interchanges on SR-125:* Include four SR-125 interchanges (not counting Telegraph Canyon Road).
- o *Water Availability:* Proceed with processing and approval of the General Plan Amendment, while cooperating with water agencies to identify long-term permanent water supplies.

Phase I Progress Plan: In July 1990, the IJTF directed the Joint Project Team to work with the applicant to prepare additional land use plan alternatives for the Otay Ranch property. The IJTF appointed a planning team consisting of members of County staff, Chula Vista City staff, the property owner and retained planning consultants to meld the best elements of the previously prepared land use plans, taking into consideration the adopted IJTF Goals and Objectives, biological constraints and comments from the various technical and community groups. As a result, the Phase One Progress Plan was presented to the IJTF in February 1991.

1991 Issue Papers: Preparation of the Phase One Progress Plan raised new issues, which required additional study and analysis. This set of issue papers addressed the following topics¹²:

¹² Village Character; (8/1/91)
 Otay Valley Regional Park; (11/15/91)
 Development Around Lower Otay Lake Reservoir; (12/9/91)
 Otay River Valley Crossings; (10/31/91)
 Central Proctor Valley Land Use Intensities

- o *Otay Ranch Village Character Issue Paper:* Discusses the circulation, land use and design criteria which provide diversity, character and a pedestrian orientation to a village, while providing continuity within Otay Ranch.
- o *Otay Valley Regional Park Issue Paper:* Discusses the criteria which should be used to determine the boundaries of the Otay Valley Regional Park and how much total acreage should be provided for active and passive park uses.
- o *Development Around Lower Otay Lake Reservoir::* Discusses where development should be allowed on the land surrounding Lower Otay Lake. This issue paper addresses economic viability of development, compatibility of land uses, access, sense of community, visibility and resource sensitivity.
- o *Roads Crossing Otay Valley Issue Paper:* Addresses how best to accommodate regional traffic demand, while minimizing the impact of the road crossings on the Otay Valley's sensitive resources and proposed Regional Park. The Project Team proposes three transportation corridors (Paseo Ranchero, La Media, SR-125). Alta Road should be shown as a potential additional transportation corridor.
- o *Central Proctor Valley Issue Paper:* Discusses the appropriate community character for Central Proctor Valley, taking into consideration land uses and densities. Alternatives land uses for Central Proctor Valley are analyzed, considering resource sensitivity, type of transition, character of development, components of intensity and elements of development.
- o *Resource Sensitivity Analysis:* Additionally, the Joint Project Team prepared a comprehensive analysis of all the environmental resources on the property¹³. The report analyzed and categorized the resources to create a reference guide to assist the Interjurisdictional Task Force.

Phase Two Progress Plan: In March 1992, the Joint Project Team completed the land use map for the Phase Two Progress Plan. This plan reflects the analysis and conclusions contained in the 1991 issue papers.

Environmental Review Process: As determined in the Memorandum of Understanding, the City of Chula Vista acts as the lead agency in supervising EIR preparation. The County of San Diego provides review services. The environmental review process was initiated in October 1989. The draft EIR was released for public review during the summer of 1992.

¹³

Otay Ranch Resource Sensitivity Analysis, Joint Project Team, 6/12/91 (Otay Ranch Reference Document).

This page intentionally left blank.

Chapter 5

Regional Context

Section A

Relationship of the Project to the Region

1. Location

Otay Ranch is located in southwestern San Diego County approximately 3.5 miles east of downtown Chula Vista and 13 miles southeast of downtown San Diego. The property lies between the eastern edge of the City of Chula Vista and the western edge of the unincorporated community of Dulzura. The rural community of Jamul lies directly northeast of the project area, and the United States-Mexico international border is 2 miles south of the southernmost boundary of Otay Ranch. The combined properties span a distance of approximately 12 miles from east to west and 8.5 miles from north to south. A majority (22,509 acres) of the Otay Ranch is located within the unincorporated area of San Diego County; the remaining 390 acres are situated in the Otay Mesa area of the City of San Diego. The 2,900-acre area surrounding and including the Otay Lakes is owned by the City of San Diego.

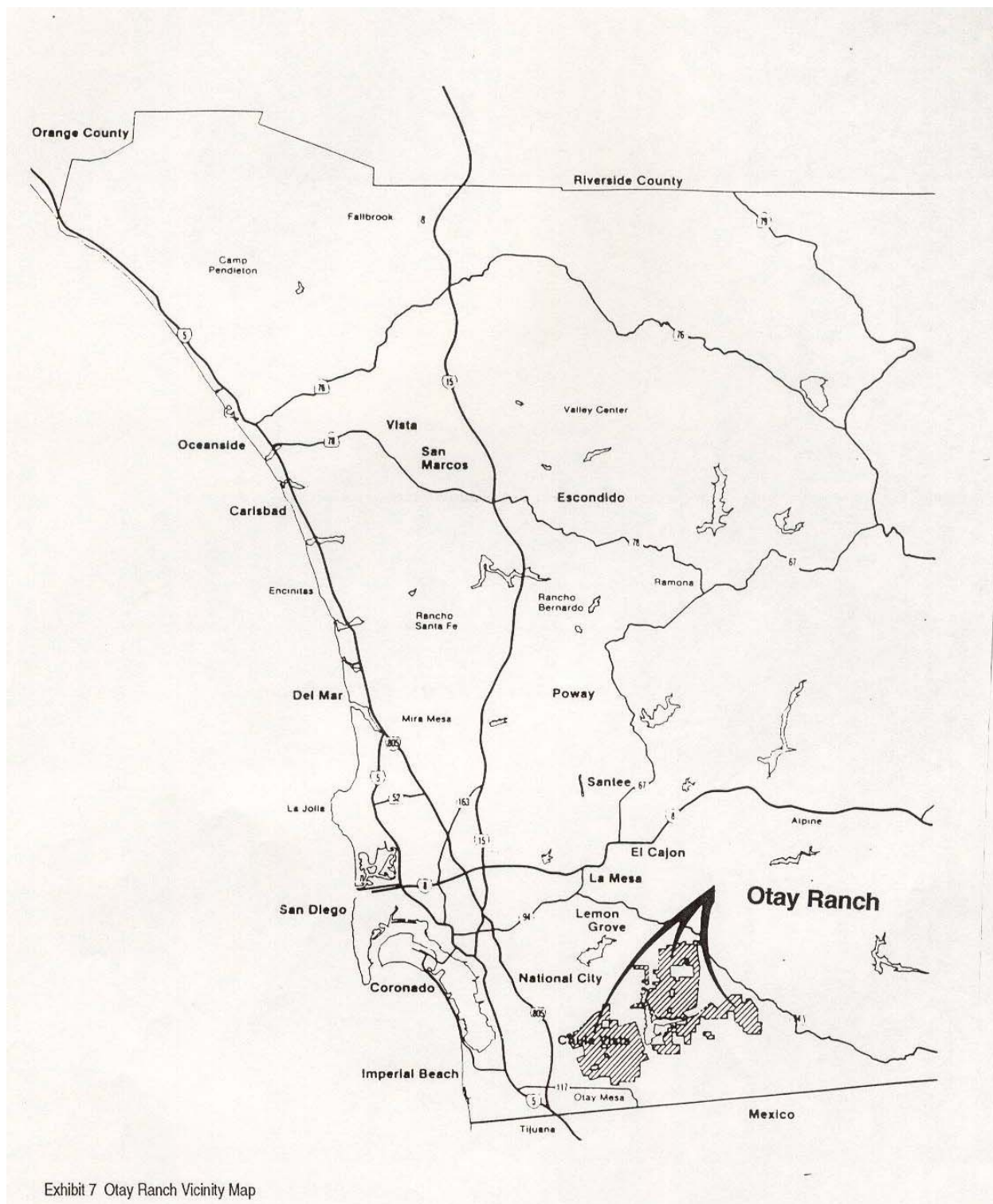


Exhibit 7 Otay Ranch Vicinity Map

For planning purposes, Otay Ranch is grouped geographically to form three distinct parcels:

- o Otay Valley Parcel
- o San Ysidro Mountains Parcel
- o Proctor Valley Parcel

Otay Valley Parcel: The Otay Valley Parcel is the largest parcel of Otay Ranch, comprising 9,449 acres. This area of land is bounded by Telegraph Canyon Road on the north, Heritage Road and the Otay Landfill Site on the west, Brown Field on the south, and Lower Otay Lake on the east. The Otay River Valley bisects the southern portion of this parcel east to west. Several natural landforms are situated within this parcel: Wolf Canyon, Salt Creek, Poggi Canyon, Johnson Canyon, O'Neal Canyon and Rock Mountain. The six "out parcels" (property not owned by Baldwin Vista) within the boundaries of the Otay Valley Parcel correspond to lands dedicated to reservoirs in the Otay Water District and City of San Diego water system, a Federal Aviation Administration airway control facility, a rock mining quarry and privately owned parcels.

Proctor Valley Parcel: The Proctor Valley Parcel comprises 7,895 acres. The Proctor Valley area is the northernmost portion of the Otay Ranch and is generally bounded by Otay Lakes Road and Lower Otay Lake to the south, the Upper Otay Lake and San Miguel Mountains to the west, the community of Jamul to the north, and vacant agricultural land to the east. The Proctor Valley Parcel also includes the Mary Birch-Patrick Estate and the area "Upside-Down L" areas. The four out parcels encompassed by the Proctor Valley Parcel correspond to two sections of land owned by the Bureau of Land Management (BLM), a City of San Diego reservoir and two private holdings. Major landforms include the Jamul and Callahan Mountains.

San Ysidro Mountains Parcel: The San Ysidro Mountains Parcel is comprised of 5,555 acres located in the southeastern portion of the project area, along the fringes of the northern foothills of the San Ysidro Mountains and Otay Mountain. The parcel is generally bounded by the eastern arm of Lower Otay Lake and vacant land along Otay Lakes Road to the north, the main body of Lower Otay Lake to the west, land owned by the BLM to the south, and vacant land just west of the community of Dulzura to the east. Major landforms contained within this region include Little and Big Cedar Canyons and Hubbard Springs.

Section B

Population Growth and Demographics

1. Population Growth

During the last decade, the San Diego region grew by an average rate of 62,000 persons per year. The region's growth peaked in 1989, with 92,000 persons. During the 1980s, 65% of the region's population growth was caused by in-migration. According to SANDAG, most of the population growth was fueled by job creation¹. According to the California Economic Development Department, an average of more than 46,000 new nonagricultural jobs were created in the region each year since 1985.

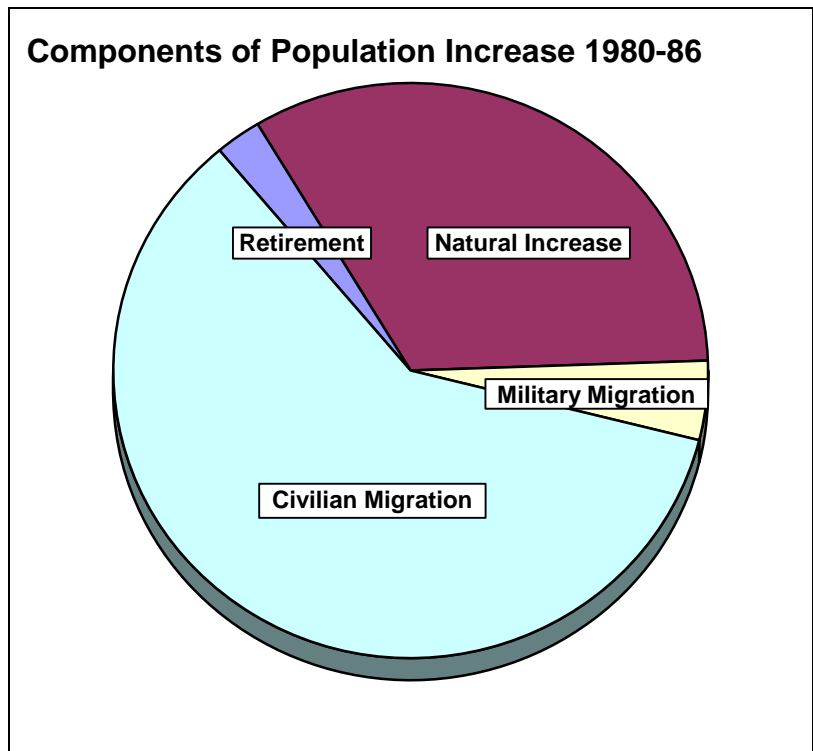


Exhibit 9 Components of Population Increase 1980-86

2. Housing Growth

Housing production in the region and within Chula Vista paralleled population growth, with the greatest housing growth occurring in the mid-to-late 1980s.

¹ "Economic growth is by far the leading cause of population growth in the San Diego Region."; The Causes of Growth and Possible Control Measures in the San Diego Region; San Diego Association of Governments; August 28, 1987.

While Chula Vista followed the regional housing trend during the 1980s, the City and the South Suburban Subregion experienced an overall lower rate of growth² than most other suburban communities in the County. In particular, the South County grew much more slowly than the suburban North County cities of Vista, Carlsbad, Oceanside, San Marcos and Escondido.

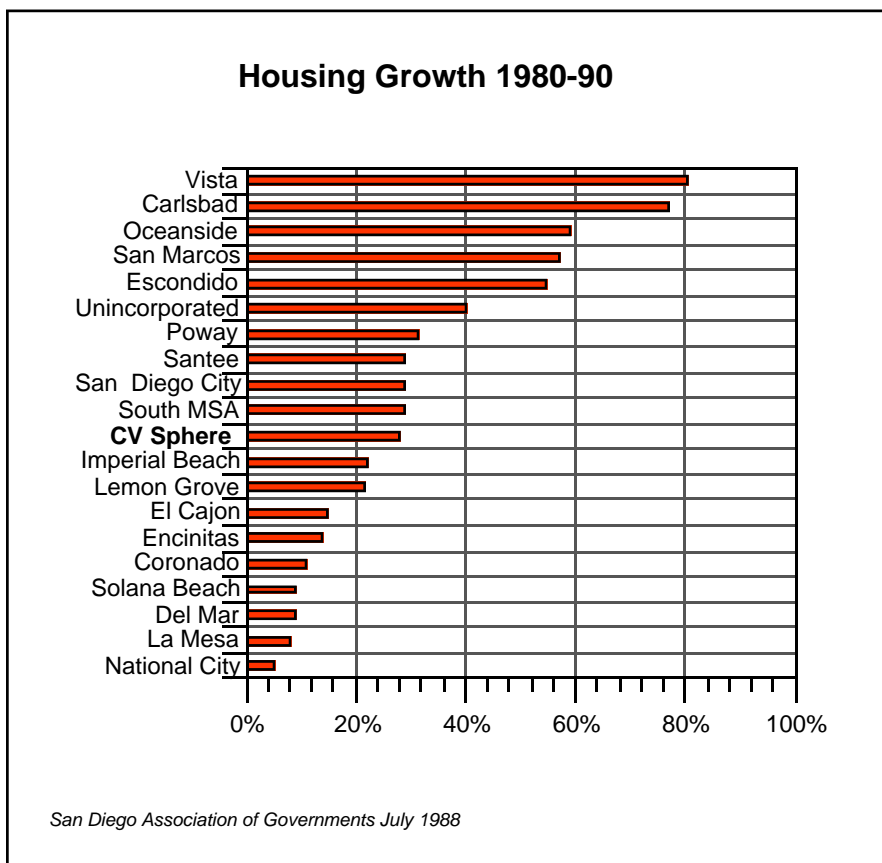


Exhibit 10 Housing Growth 1980-90

Chula Vista has averaged about 1,100 new home completions per year during the last decade, with 1987 producing the peak volume of 2,520 home completions.

3. **Forecasts**

Series VII is SANDAG's most recent population growth forecast, published in January 1987.³ Series VII projects the region will grow by approximately 41,000 people each year through the year 2010, reaching a total regional population of 3.2 million.

² Based upon new housing units completed, and thus does not reflect the increase in the number of housing units within Chula Vista attributable to the Montgomery annexation.

³ Series VIII is currently being prepared.

According to the Series VII⁴ population forecasts, the Chula Vista Sphere of Influence⁵ area is forecasted to grow at a rate greater than the remainder of the County.

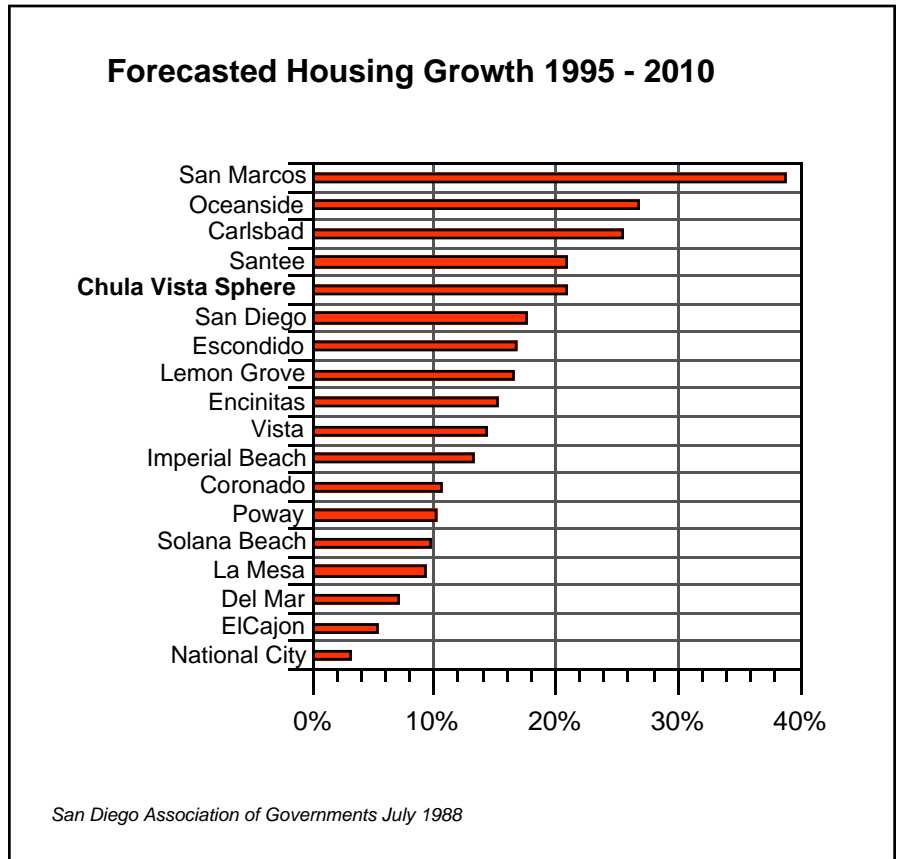


Exhibit 11 Forecasted Housing Growth 1995-2010

It is estimated that the City of Chula Vista will grow by 10,823 units over the next 5 to 7 years. It should be noted that this estimate does not include any development within Otay Ranch because the property is now unincorporated and the GDP/SRP application is pending. Within the South Suburban MSA, it is forecasted that employment will grow substantially more than either housing or population.

⁴ Series VII does not include Otay Ranch.

⁵ The Otay Ranch Planning Area is not included in the Chula Vista Sphere of Influence, but the sphere does contain the Otay Lakes and virtually all of the area north of the Otay Valley Parcel, south of the Sweetwater Reservoir.

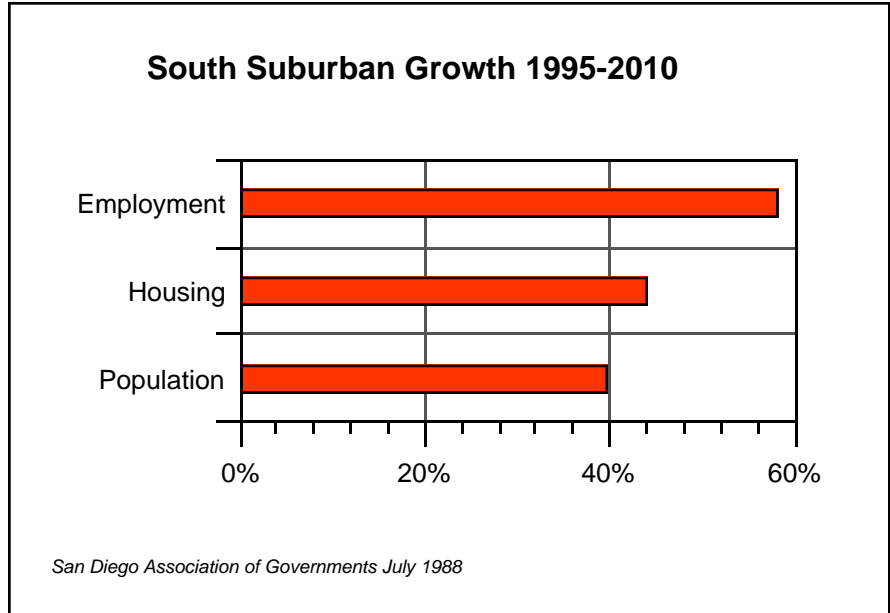


Exhibit 12 South Suburban Growth 1995-2010

Section C

Existing Circulation System

1. Regional Access

Existing regional access to the Otay Ranch project site is provided primarily by Interstate 805 (I-805), a north-south freeway located four miles inland. Additional north-south access will be provided by the proposed State Route 125 (SR-125) highway. SR-125 will be located about 8 miles inland crossing the Otay Valley Parcel. Secondary north-south access is available on Interstate 5 (I-5), along the Bayfront, 6 miles west of the Otay Ranch.

State Route 94 (SR-94) is an east-west highway, which provides access to the northern portions of the Otay Ranch. State Route 54 (SR-54) between I-5 and I-805, and easterly to inland communities, also provides east-west access.

2. Local Access

Local north-south access to the Otay Ranch site is provided by Otay Lakes Road, Corral Canyon Road/Rutgers Avenue and Heritage Road. East H Street/Proctor Valley Road provides access to northern portions of the Proctor Valley Parcel as it continues northeasterly and connects to SR-94 and Jamul. To the south, Heritage Road, La Media and Alta Road provide access to SR-905.

Local access to the site in the east-west direction is primarily provided by Otay Valley Road and Telegraph Canyon Road/Otay Lakes Road, which also serves as a continuous east-west link between I-805 and SR-94. Existing roads on the eastern parcels are unpaved.

3. Transit

~~The South Coast Organizations Operating Transit (SCOOT) was formed in 1979 to govern Chula Vista Transit. SCOOT is a joint-powers agency of the City of Chula Vista and the County of San Diego.~~

~~Chula Vista Transit (CVT), a contracted service sponsored by the City of Chula Vista, has routes, which serve major areas and activity centers, including Southwestern College, H Street, Otay Lakes Road and Telegraph Canyon Road (north of the Otay Valley Parcel).~~

~~CVT, through the Metropolitan Transit Development Board (MTDB), coordinates its service with other regional agencies such as the San Diego Trolley, San Diego Transit Corporation (SDTC), National City Transit (NCT), and Route 932 operated by Southwest Coaches. Trolley service exists six miles west of Otay Ranch and CVT provides public transit connections to that existing service.~~

In 1991, the San Diego Association of Governments (SANDAG) prepared the "South Bay Rail Transit Extension Study," which examined the feasibility of providing additional rail transit to the South County Area, connecting the existing trolley system to Otay Mesa. The study concluded that one of the alternative trolley alignments, through Otay Ranch (A-1), resulted in the largest increase in regional new trips of the alternatives studied.⁶ Trolley service exists six miles west of Otay Ranch and CVT provides public transit connections to that existing service. The original South Bay Rail Transit Extension Study Included an alignment through several Otay Ranch villages including the Eastern Urban Center.

More recently, SANDAG's adopted the Transit First! Strategy, which is discussed in Section [redacted] of this Element, which would incorporate Bus-Rapid Transit (BRT) vehicles into Chula Vista's circulation system including Otay Ranch. Working with SANDAG, Chula Vista has completed a South Bay Transit First! Study to identify transit alignments, station locations and other improvements as part of the overall transit network. - The BRT system would replace replacing the previously planned light rail transit system envisioned for eastern Chula Vista. The BRT system uses high quality, rubber-tired vehicles, offering the speed, comfort and amenities of a trolley with the flexibility of non-fixed modes of transportation. BRT vehicles will travel in their own lanes and/or receive priority at signalized intersections. Upgraded

⁶ South Bay Rail Transit Extension Study; SANDAG; 2/5/91.

transit stations will have shelters, passenger information and other features.

~~Projects programmed for the near future include transit improvements from downtown San Diego to Otay Ranch via Interstate 805, Olympic Parkway and East Palomar Street. Major stations in Chula Vista include Sunbow, Heritage, Lomas Verde/Santa Venetia, Freeway Commercial, Eastern Urban Center, Village 9, Lonestar, Otay Mesa Boulevard, Harvest, and the Otay Mesa Border Crossing.~~

~~Routes that will link eastern Chula Vista with the western areas of the City and the existing trolley stations include:~~

- ~~□ Route 628/694: Downtown San Diego to Otay Ranch (Phase 1) and ultimately to East Otay Mesa and the Mexican border (Phase 2)~~
- ~~□ Route 627: H Street Trolley Station to Otay Ranch via Southwestern College~~
- ~~□ Route 635: Palomar Street Trolley Station to EastLake Business Center via Main Street and Otay Ranch~~

~~In addition, Chula Vista Transit (CVT), a contracted service sponsored by the City of Chula Vista, has routes, which serve major areas and activity centers, including Southwestern College and existing Otay Ranch villages.~~

Section D

Surrounding Land Uses

The area surrounding the project site includes Otay Mesa, central and eastern Chula Vista, the San Ysidro Mountains, the Jamul Mountains and the Otay Lakes.

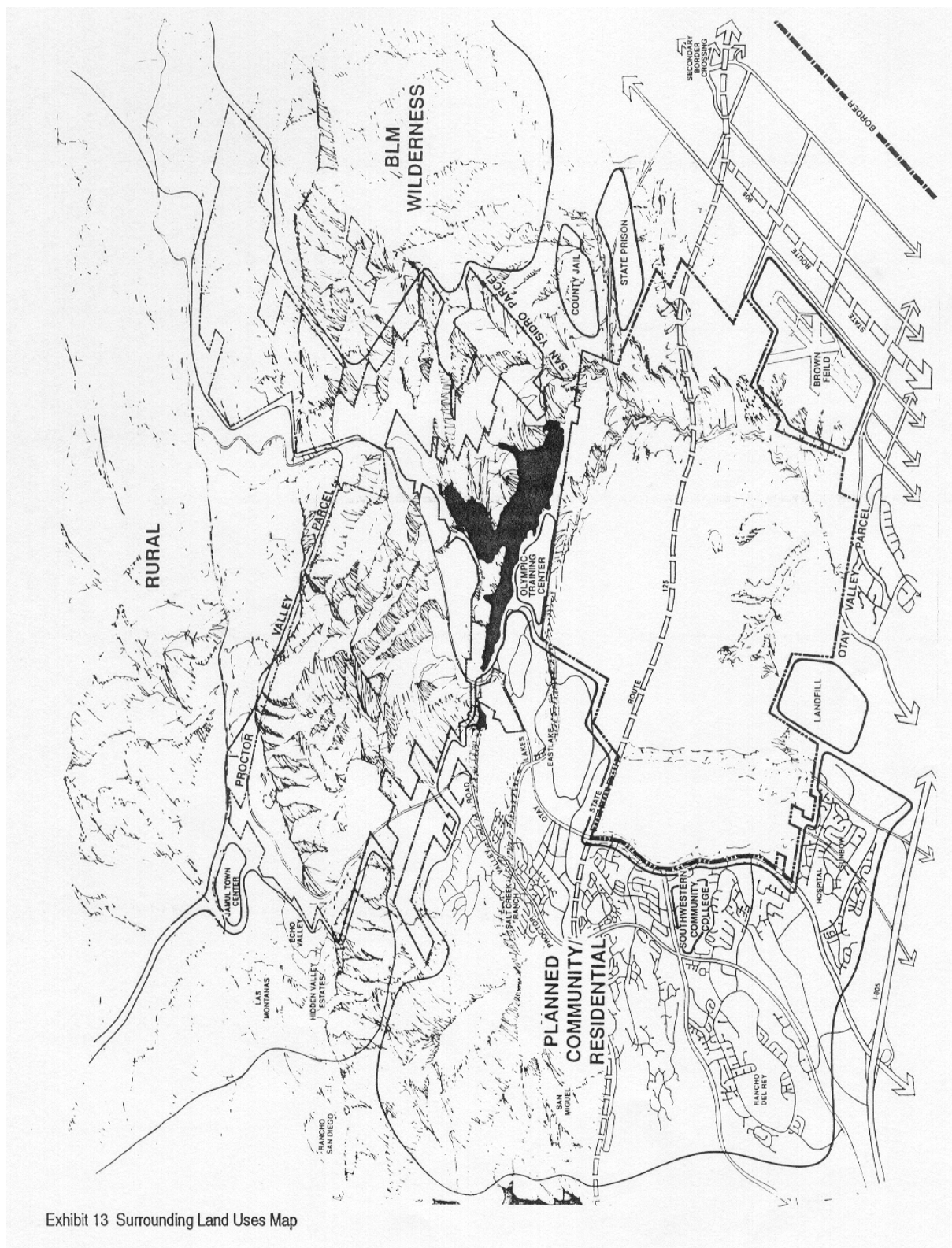


Exhibit 13 Surrounding Land Uses Map

1. Otay Mesa

Major existing land uses near the project site in Otay Mesa include the Brown Field Municipal Airport, the County of San Diego East Mesa Detention Facility, the Richard J. Donovan Correctional Facility, auto salvage yards, a variety of industrial developments, and agricultural land.

- o Brown Field Municipal Airport is one of the most significant activity centers in Otay Mesa. The approximately 900-acre general aviation airport is located adjacent to the southern portion of the Otay Valley Parcel. The City of San Diego owns and operates this facility. Monthly flight operations average approximately 20,000. Otay Mesa and Brown Field are being evaluated as a potential regional airport site. An Airport Master Plan and Land Use Plan for Brown Field addresses the projected needs of the Otay Mesa Community Plan and establishes configurations for airport facilities.
- o The County's East Mesa Detention Facility is located immediately southeast of the Otay River portion of the site. This facility is located on a 524-acre parcel, on opposite sides of O'Neal Canyon. East Mesa Detention Facility Phase I accommodates 2,000 inmates in medium and maximum-security facilities. The East Mesa Detention Facility will provide for 6,000 medium and maximum-security prisoners at full build-out. Access to this facility is from the south via SR-905.
- o The Richard J. Donovan Correctional Facility is a state facility with 2,250 cells housing 4,000 inmates, located on a 700 acre parcel. Located immediately southeast of the Otay River portion of Otay Ranch, this facility has a development potential of 8,000 inmates at full build-out. The state prison provides medium and maximum security for prisoners serving sentences longer than one year.

The 20,600-acre Otay Mesa area is bounded by the Otay River Valley to the north, the San Ysidro Mountains to the east, the United States/Mexico International Border to the south and I-805 to the west. Land use jurisdiction over the Otay Mesa area is about evenly shared by the County of San Diego (10,500 acres) and the City of San Diego (10,100 acres). The western portion of Otay Mesa is governed by the City of San Diego Otay Mesa Community Plan. The eastern portion is governed by the County of San Diego Otay Subregional Plan. The Otay Subregional Plan will be implemented through the Otay Mesa East Specific Plan, currently being drafted.

The Otay Mesa Community Plan includes the following major elements:

- o Residential Uses: Current land use plans allocate about 2,500 acres for residential use, resulting in a build-out population of 46,500 persons.
- o Industrial: About 6,200 acres are currently zoned for industrial uses, with 3,500 acres within the City and 2,700 acres in the unincorporated area.
- o Commercial: About 590 acres of land are zoned commercial, with 450 acres in the City of San Diego and 140 in the County.
- o Border Crossing: The second border crossing between San Diego and Tijuana is approximately 2,000 feet to the east of Harvest Road. It is anticipated Harvest Road will connect to SR-905, which will be completed as a freeway leading to the border crossing. Upon completion of the proposed SR-125 connection to SR-905 extended, the Otay Valley Parcel will be located on the direct route from I-805 to the border.

2. Chula Vista

Central Chula Vista: Central Chula Vista is generally bounded by I-5 and I-805 to the west and the east, respectively, National City's city limit to the north, and L Street to the south. This approximately 4,040-acre area contains the city's oldest neighborhoods and the most central activities, including administration, retail, office, and institutional uses.

- o Existing residential areas generally contain well maintained traditional single-family homes. More recently, multi-family residential complexes and walk-up apartments have been constructed.
- o Central Chula Vista's economy is predominantly commercial, with scattered service-oriented office and financial uses. The area is comprised of three key commercial districts: Chula Vista Shopping Center (Town Centre II), Broadway, and Third Avenue (Town Centre I).
- o Rohr Industries, the SDG&E power plant and other light industrial activities are the major industrial uses in what has historically been a residential and commercial area.

Proposed future land uses in the area are substantially similar to existing land uses. Major elements of the land uses for the Central Chula Vista area are:

- o Conservation of existing single-family neighborhoods;
- o Density reduction in some residential areas;
- o Mixed use near Town Centre I;
- o Revitalization of Town Centre II and Broadway Strip; and

- o Mixed residential and office between the E and H Street trolley stations.

Eastern Chula Vista: The area directly west and north of the Otay River portion of the project site lies primarily within the Chula Vista city limits, or is within the City's Sphere of Influence. West of the site is residential and industrial development, including the County's Otay Landfill Site and several industrial parks. Eastern Chula Vista, to the north of the site, is characterized by residential development with supporting commercial/industrial and public land uses. Much of the area currently is, or has recently been, master planned to phase the residential development with other types of supporting land uses. Other major land uses in the vicinity of the project site include Southwestern Community College and the Community Hospital of Chula Vista. Developments approved or already under construction in the vicinity of the project site are described below.

- o Bonita Long Canyon is a master planned single-family residential project on 650 acres located .75 miles northeast of the Otay Valley Parcel. The average density of this project is 1.3 DUs/acre. Bonita Long Canyon is essentially built-out.
- o Rancho Del Rey is a master planned community located east of I-805 and intersected by East H Street in Chula Vista. This 1,600-acre project will have over 4,000 dwelling units, with an average density of 2.5 DUs/acre. Sales and construction are in progress.
- o The EastLake development is located adjacent to the western and northern portions of the Otay Ranch project boundary. This 3,073-acre master planned community will include 8,900 residential units (with an average density of 2.9 DUs/acre), 280 acres of industrial land, and 100 acres of commercial/office uses. Total project build-out is 20 years. The EastLake I community, which is essentially built-out, consists of 2,384 dwelling units. EastLake II (Greens and Trails) consists of 4,869 units. A SPA for EastLake Greens plan has been adopted for 2,774 dwelling units, with construction and sales underway.
- o Sunbow is a master planned development located east of I-805 and south of Telegraph Canyon Road. The build-out of the Sunbow project will provide 2,431 dwelling units, at an average density of 3.4 DUs/acre. The first phase consisted of 485 single-family units on 100 acres along Telegraph Canyon Road. The second SPA proposes development of 1,946 residential units.
- o Salt Creek I is a master planned community located near the intersection of future SR-125 and East H Street. This residential project has GDP and SPA approval for 550

units. Single-family homes in the first tentative map area are currently under construction and for sale.

- o Salt Creek Ranch is a 1,200-acre master planned community located near the intersection of future SR-125 and East H Street. This project SPA approval is for 2,662 units, with an average density of 2.2 DUs/acre.
- o The ARCO/United States Olympic Training Center (OTC) is located on a 154 acre site between the Otay Valley Parcel and the Otay Lakes. When completed, the OTC will train athletes for international competition. The site is currently under construction.
- o Rancho San Miguel is a master planned development located north of Salt Creek Ranch and east of the tentative future SR-125 alignment. The project has a general development plan pending before the City of Chula Vista for 1,654 units, with an average of 2 DUs/acre.

The Eastern Territories Area Plan contains approximately 23,700 acres of primarily unincorporated land, which lies east and south of the City of Chula Vista. The planning area is bordered by I-805, Telegraph Canyon Road to its intersection with the proposed SR-125, approximately along SR-125 to SR-54, San Miguel Mountain, the Upper and Lower Otay Reservoirs, and the Otay Valley. Most of the land in this planning area is either vacant or devoted to limited agriculture. Existing urban uses consist of residential developments in scattered locations and industrial developments along Otay Valley Road. An active rock quarry and crushing operation is located at the southwest base of Rock Mountain. Otay Landfill and an inactive hazardous waste landfill are also located in the planning area.

The Chula Vista General Plan Eastern Territories contains many prominent physical characteristics. Sweetwater Reservoir and San Miguel Mountain on the northeastern edge of the planning area; the foothills of the Jamul and San Ysidro Mountains on the eastern boundary; and the edge of Otay Mesa defines the southern boundary. The major watercourses in the planning area are the Otay River Valley and Salt Creek. The Eastern Territories contain reservoirs, steep slopes, mountains, canyons, flood plains, and other areas deemed less suitable for urban development, consisting of 11,400 acres. Existing uses total 1,100 acres, leaving 11,200 acres of land generally deemed developable.

3 County of San Diego

Jamul: To the northeast of the Proctor Valley Parcel lies the community of Jamul and to the northwest, Rancho San Diego. Most of the land in the vicinity of the project site to the west and east is vacant; some of it consists of gently rolling hills used for agriculture and grazing; and some is more rugged, steep open space. Development is primarily concentrated around Rancho San

Diego to the north and the rural community of Jamul to the northeast. Jamul is comprised of primarily large-lot estates, horse ranches, and agriculture.

- o The majority of the area is within the Jamul/Dulzura Subregional portion of the County of San Diego General Plan. There are several small rural or semi-rural communities in the Subregion, including Jamul, which accommodate the majority of the Subregion's population. The character of the Subregion is generally rural.
- o The rural character of the area is reflected by large lots, which vary in size from 1/2 acre to over 20 acres. The predominant lot size is between 1 and 2 acres.
- o The Jamul/Dulzura Subregional Plan designations for the areas that are adjacent to or close to the Proctor Valley Parcel are: Residential (1): 1 DU/1, 2 and 4 acres; Estate (17): 1 DU/2, 4 acres and Multiple Rural (18): 1 DU/4, 8 and 20 acres.

Other current and proposed land uses in the general vicinity are described below:

- o Las Montanas is a 922-acre specific plan area which proposes a hotel, conference center, golf course and residential development.
- o Hidden Valley is a 1,460-acre project containing a proposal for residential units on 3/4-acre lots. A specific plan amendment has recently been approved.
- o Honey Springs is a previously approved specific plan on 2,022 acres.
- o Daley Ranch is located immediately adjacent to the Proctor Valley and San Ysidro Mountains Parcels to the east and north, respectively. The total ranch holdings are approximately 10,000 acres, most of which consist of open lands used for cattle grazing and agriculture. The property's west boundary is at the bottom of the steeper portions of Callahan and Jamul Mountains and is presently used for farming and grazing.

The County of San Diego Jamul/Dulzura Subregional Plan designation for the portion of the Daley Ranch adjacent to northeastern Proctor Valley Parcel boundary is Agricultural Preserve (20), which allows for the development of 1 DU/8 Ac. The southwestern portion of the Daley Ranch, located between the Proctor Valley Parcel and San Ysidro Mountains Parcel and extends along the Dulzura Creek, has a land use designation of Multiple Rural Use (18): 1 DU/4, 8 and 20 acres.

San Ysidro Mountains: The area surrounding the San Ysidro Mountains Parcel is primarily open space. The rural community of Dulzura is located east of the San Ysidro Mountains Parcel. The Thousand Trails Recreational Vehicle (RV) Park and the Daley Quarry are located between the Proctor Valley and San Ysidro Mountains Parcels off Otay Lakes Road. Other recreational land uses are located to the west of the San Ysidro Mountains Parcel, including Lower Otay Lake; the Lower Otay County Park, located on the southern side of Lower Otay Lake; and the San Diego Air Sports Center, located on the eastern end of Lower Otay Lake.

- o **Dulzura:** Dulzura is one of several rural communities included in the County of San Diego Jamul/Dulzura Subregional Plan. Dulzura is located approximately 2 miles east of the San Ysidro Mountains Parcel. Dulzura is rural in character, with residential development occurring on large-lot estates. The County land use designation for the portions of Dulzura immediately adjacent to the easternmost portion of the San Ysidro Mountains Parcel is Multiple Rural Use (18), which allows for development of 1 DU/4, 8 and 20 acres.
- o **Helix/Lambron Property:** An area of approximately 900 acres located within the center of the western portion of the San Ysidro Mountains Parcel. This out-parcel, in the ownership of Helix Land Company, has been disturbed due to grading of roads throughout the property. The property has Multiple Rural Use (18) land use designation within the County of San Diego Otay Subregional Plan Area.
- o **The Thousand Trails RV Park:** The Thousand Trails RV Park is located in Big Cedar Canyon off Otay Lakes Road and abuts the San Ysidro Mountains Parcel of Otay Ranch along the RV park's southern and western boundaries. The park is a membership RV park that includes RV campsites, a small store, laundry facilities, and recreational facilities such as a swimming pool, shuffleboard, horseshoes, and a playground.
- o **Daley Quarry:** Daley Quarry is located just east of Lower Otay Lake off the south side of Otay Lake Road. The 27-acre quarry is not currently in operation, but a permit is being processed through the County of San Diego to allow for the continuation and expansion of mining operations. The San Ysidro Mountains Parcel abuts the quarry property on the quarry's southern boundary.
- o **Otay Lakes:** Otay Lakes and the surrounding areas are owned by the City of San Diego. The lakes are used for water storage and passive recreational activities such as boating and fishing. Once the Olympic Training Center Facility is completed to the west, rowing events are also planned. Other land uses located at the southern end of

Lower Otay Lake include the Lower Otay County Park and a City of San Diego water treatment facility.

- o San Diego Sports Center: The San Diego Sports Center is located on the eastern side of Lower Otay Lake adjacent to the San Ysidro Mountains Parcel. The sports center consists of a dirt airstrip and supporting structures and is used for sky diving and ultra-light activities. The sports center leases the property from the City of San Diego and operates under a Conditional Use Permit from the County of San Diego.

4. Bureau of Land Management (BLM) Lands

- o The BLM manages two separate parcels within the northern portion of the Proctor Valley Parcel of Otay Ranch. The large northern out parcel encompasses the Callahan Mountain Peak and some of the tops of side-slopes extending down from the peak.
- o The San Ysidro Mountains Parcel is surrounded by the BLM administered land to the south and southeast. This BLM land is part of the Western Otay Mountain and Southern Otay Mountain Wilderness Study Areas. These areas are also part of a National Cooperative Land and Wildlife Area.
- o In November, 1992, the BLM completed the South Coast Proposed Resource Management Plan and Final Environmental Impact Statement governing this and adjacent areas.
- o The BLM's South Coast Resource Management Plan contains policies applicable to the BLM properties in the vicinity of the Otay Ranch site.

This Page Intentionally Left Blank.

Chapter 6

Site Characteristics

Section A

Site Analysis

1. Topography

Otay Valley Parcel: Years of dry farming have smoothed the terrain of the Otay Valley Parcel, which is predominantly characterized by gently undulating ridges and eroded terraces. The most distinctive feature on the parcel is the Otay River Valley, which traverses the southern portion of the parcel and topographically separates most of the parcel from Otay Mesa. The Otay River floodplain ranges in width from 300 to 800 feet, with the narrower segment located near the west end of the parcel, in the vicinity of the Nelson Sloan quarry. The floor of the valley ranges from 300 feet to nearly 1 mile in width. Salt Creek, which drains south to the Otay River Valley, generally forms the eastern boundary of the parcel. Other tributary canyons, which feed into the Otay River Valley, include Wolf, Johnson and O'Neal Canyons. Savage Dam is located near the southern tip of Lower Otay Lake. From the river valley floor (approximately 300 feet MSL), elevations gradually rise up to the lake surface (490 feet MSL). Near the western boundary, Poggi Canyon bisects the northwest quarter of the parcel, and the Otay Landfill has leveled the adjacent hillside. Another topographic feature of the Otay Valley Parcel is Telegraph Canyon, which forms the northern boundary of the parcel. Elevations range from 160 to 670 feet MSL on this parcel.

Proctor Valley Parcel: South, north and northwest of the Jamul Mountains, the topography of Proctor Valley generally consists of broad gentle hillsides, while the terrain eastward toward the Jamul Mountains becomes increasingly rugged. Several small, narrow drainages are present along the eastern edge of the valley. A low east-west trending ridgeline effectively divides the valley near the upper end of the parcel. To the north of the Jamul Mountains, Proctor Valley continues as a broad even meadow with rolling hillsides to the south. South of the Jamul Mountains is a large, rolling terrace that overlooks Lower Otay Lake. Two large north-south canyons cut across the mesa, extending to the lake. This parcel is the most topographically diverse of all three portions of the Ranch, with elevations ranging from approximately 500 feet MSL to a high point of 2,053 feet MSL to the east at the top of Callahan Mountain.

San Ysidro Mountains Parcel: Terrain on the San Ysidro Mountains Parcel is dominated by hillsides and ridgelines extending north from the San Ysidro Mountains. In general, the area immediately south of the lake features broader, gentler hillsides, while the central portion contains steep mountain slopes and the narrow drainages of Big and Little Cedar Canyons. This series of natural drainages extends from the mountains north, draining the site toward Jamul-Dulzura Creek. The eastern portion of the parcel is characterized by upper elevation valleys, with a mesa top, formed by moderately sloped ridgelines. In the Hubbard Springs area, broader valleys occur as the on-site elevations gradually drop down from the mountains. Slopes and hillsides along the eastern property boundary serve to separate the site from the nearby community of Dulzura. Elevations on this parcel range from 550 feet MSL to 1,550 feet MSL.

2. Biological Resources

The dominant feature linking the three Otay Ranch parcels is the Otay River system, which includes a tributary system of canyons and drainage courses and the Otay Lakes. The size and undeveloped character of the property, its diverse terrain, its strategic location at the northern margin of Baja California habitat associations, and its links to large areas of public ownership, contribute to the presence of an important and unusual assemblage of habitats and species. The following is a summary of plant communities, wildlife habitats and sensitive species that exist on the Otay Ranch property based upon various inventories of existing resources on the site.¹

- o **Otay Valley Parcel:** The Otay Valley Parcel contains approximately 1,825 acres of coastal sage scrub. Maritime succulent scrub habitat is concentrated in three general locations on the Otay Valley Parcel: in the western and eastern corners and in the central southern area, covering 285 acres in all. Other vegetation found on the Otay Valley Parcel includes 7 acres of chamise chaparral, 1,310 acres of non-native grassland and 12 acres of southern willow scrub. Baccharis scrub, baccharis floodplain scrub and tamarisk scrub are also present. The Otay Valley Parcel contains an area of vernal pool habitat and associated mima mound topography. These are generally located south of the river. Recent sightings (1989 and later) of sensitive animals made on the Otay Valley Parcel include the American Badger, Common Barn Owl, California Gnatcatcher, Yellow-breasted Chat, Cactus Wren, Blue Grosbeak and Sage Sparrow.

¹ A complete discussion of the on-site resources can be found in the Otay Ranch Resource Management Plan (RMP).

- o *Proctor Valley Parcel:* The Proctor Valley Parcel contains approximately 4,843 acres of coastal sage scrub habitat. Additional significant resources within the Proctor Valley Parcel include 569 acres of southern mixed chaparral, approximately 49 acres of valley needlegrass grassland and 138 acres of alkali meadow. Coast live oak woodland covers 176 acres in the Proctor Valley Parcel. Small areas containing southern willow scrub and eucalyptus can also be found. Vernal pools occur primarily on weathered alluvial soils of mesas and floodplain terraces in Proctor Valley. Recent sightings (1989 and later) of sensitive animals made on the Proctor Valley Parcel include the California Gnatcatcher, Loggerhead Shrike, Sage Sparrow, Blue Grosbeak, Two Striped Garter Snake, Rufous-crowned Sparrow and the Coastal Rosy Boa.
- o *San Ysidro Mountains Parcel:* The San Ysidro Mountains Parcel contains important biological resources. Coastal sage scrub can be found on 3,698 acres of this parcel. Approximately 469 acres of uniform stands of chamise occur on mesas and some gentle slopes in the Otay Lakes portion of the San Ysidro Mountains Parcel. In addition, approximately 474 acres of non-native grassland, 5 acres of coast live oak woodland, 75 acres of coast southern live oak riparian forest, 7 acres of sycamore alluvial woodland and 165 acres of southern interior cypress forest occur on this parcel. A small number of vernal pools occur on the level terraces south of the eastern arm of Lower Otay Reservoir. Most of these exist off-site on City of San Diego land. Some of the larger contiguous masses of habitat within the San Ysidro Mountains Parcel include numerous sensitive plants and animals. Recent sightings (1989 and later) of sensitive animals have been made on the San Ysidro Mountains Parcel, including the California Gnatcatcher, Blue Grosbeak and San Diego Horned Lizard.

3. Cultural/Historical/Paleontology Resources

Several archaeological surveys have been conducted for the project. Their results are summarized below:

Otay Valley Parcel

In the Otay Valley Parcel, a total of 103 sites have been recorded date. Of these 103 sites, there are:

- o 88 prehistoric sites;
- o 15 historic sites; and
- o 4 multi-component sites.

Proctor Valley Parcel

In the Proctor Valley Parcel, a total of 112 sites have been recorded. Of these 112 sites, there are:

- o 80 prehistoric sites;
- o 15 historic sites; and
- o 16 are multi-component sites.

San Ysidro Mountains Parcel

In the San Ysidro Mountains Parcel, a total of 74 sites have been recorded. Of these 74 sites, there are:

- o 45 prehistoric sites;
- o 19 historic sites; and
- o 10 multi-component sites.

4. Visual Resources

The major Otay Ranch visual elements include the Otay Lakes, which are man-made reservoirs, canyons and steep mountain peaks. Otay Mountain, Jamul Mountain, San Miguel and Callahan Peak are prominent peaks located on- and off-site, which are visible from the project site. Otay Mountain and San Miguel are located off-site.

Primary on-site and off-site views of the site are summarized below:

On-site views:

- o Higher Otay Ranch elevations, such as Rock Mountain and Jamul Mountain, provide panoramic, long range views of the Pacific Ocean and the developed areas of the San Diego South Bay to the west and north, Tijuana to the south, the Jamul-Dulzura Valley and Cuyamaca Mountains to the north and east.
- o The Otay Lakes and Otay River Valley are scenic resources within the site, which provide view opportunities from surrounding higher elevations on-site. Dissected topography and visually confined, deep canyons limit the views of the rolling hillsides to only adjacent canyons and higher elevations of the site.

Off-site Views:

- o The upper elevations on the site are visible from the surrounding areas. Higher elevations, such as the San Miguel, Jamul and San Ysidro Mountains form a visual backdrop from the South Bay urban areas to the west and south and the rural areas of Jamul and Dulzura to the east. Most of the site is not visible from existing developments to the north, west and

south, due to the relatively level terrain of these areas. The site is generally visible from only the areas that are immediately adjacent to the perimeter of the site.

- o Some of the existing land uses associated with the site are the negative visual elements. These include: the existing quarry operation in the Rock Mountain area of the Otay Valley Parcel; the correctional facilities located off-site on Otay Mesa; and the County landfill located off-site to the west.

5. Hydrology (Floodplains)

A major portion of the Otay Ranch lies within the watershed of the Otay River and its tributaries. The Otay River is a westerly flowing ephemeral stream, which drains an area of approximately 145 square miles. It is formed at the confluence of Dulzura and Proctor Valley Creeks and is joined along its length by the Jamul Creek (now under Otay Lake). The drainage area is divided into the Dulzura, Otay and Coronado subunits.

Upper and Lower Otay Lakes, which are owned by the City of San Diego, control drainage from the interior or upper drainage areas. The area of the watershed upstream of Savage Dam at the Lower Otay Lake is approximately 85 square miles. Upper Otay Lake, impounded by a dam smaller than Savage, collects runoff from the 13-square mile sub-area of Proctor Valley. The Otay River channel, downstream from the Lower Otay Lake, extends across the coastal plain to San Diego Bay. The on-site canyons, which serve as tributaries to the Otay River south of the Lower Otay Lake include O'Neal and Johnson Canyons from the south and Salt Creek, Poggi Canyon and Wolf Canyon from the north. Portions of the San Ysidro Mountains and Otay Mesa flow to the river. Salt Creek, which drains from the San Miguel Mountains, is also confluent to the Otay River.

Due to the topography of the site, the Otay Valley drainage basin receives most of the drainage flows for the project area. With the exception of Poggi Canyon, all of the on-site drainages discharge to the Otay River on-site. Poggi Canyon discharges to the Otay River off-site to the west. Two areas on the property are located outside the watershed of the Otay River: the Telegraph Canyon watershed, and the second located at the southern most portion of the property, which is within the Otay Mesa basin. The Otay Mesa basin discharges to the Tijuana River.

The San Ysidro portion of the site includes large sub-basins to the southeast of Lower Otay Reservoir, the San Ysidro foothills and the Dulzura Creek Valley. Dulzura Creek, located northeast of the San Ysidro Mountains Parcel, is the main drainage course for the area.

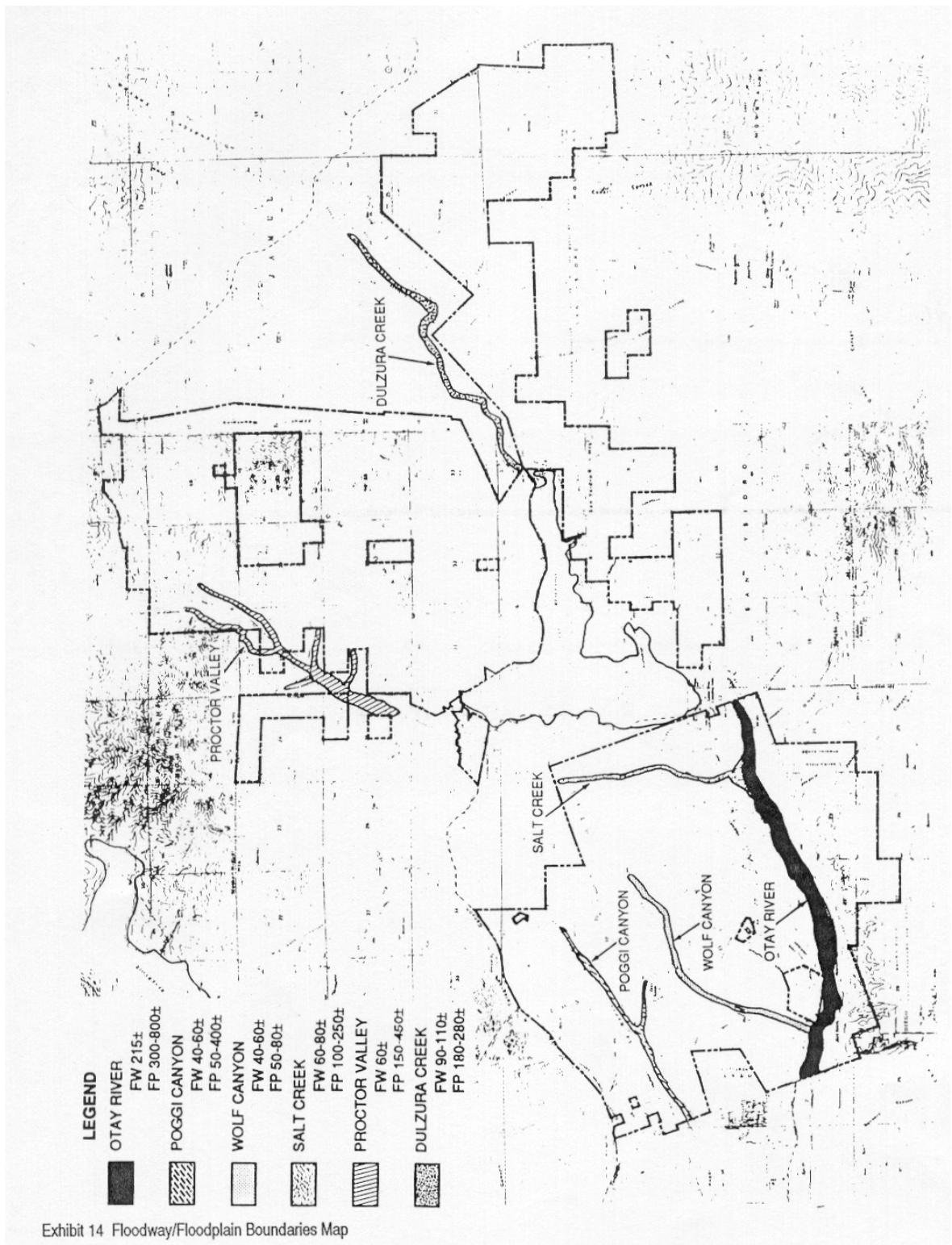


Exhibit 14 Floodway/Floodplain Boundaries Map

Section B**Resource Analysis**

The Otay Ranch GDP/SRP has been guided by the analysis contained in several associated planning documents, including the Resource Sensitivity Analysis, the Environmental Impact Report (EIR) and the Resource Management Plan (RMP). The Resource Sensitivity Analysis was prepared to provide a comprehensive analysis of all Otay Ranch's environmental resources. The EIR analyzed the environmental impacts associated with the New Town Plan, and each of the eight on-site alternative plans, and four offsite alternative plans. The Resource Management Plan serves as the functional equivalent of the County's Resource Protection Ordinance (RPO).

1. Resource Sensitivity Analysis

A Resource Sensitivity Analysis was prepared to provide a comprehensive analysis of all of the environmental resources on the Otay Ranch property¹. The analysis is intended to serve as a reference guide to assist the Interjurisdictional Task Force in land use planning decisions. The following is a list of the three levels of sensitivity applied to the Otay Ranch:

- o *LEVEL 1 - Low Sensitivity:* Level 1 boundaries were drawn based on a compilation of maps and information which indicate a relative absence of resources that generally has resulted from significant historical disturbance or use of the land. This category generally consists of contiguous areas that lack extensive steep slopes, have experienced a high level of disturbance and/or do not support sensitive biological habitats.
- o *LEVEL 2 - Moderate Sensitivity:* Level 2 boundaries delineate additional areas which contain some resources and either provide a transition between disturbed and sensitive areas, or simply do not display a high degree of resource value. This category generally includes areas, which have been subjected to low to moderate levels of disturbance or contain fragmented or low to moderate quality resources. Study areas within this category may also contain biological habitat that do not support a significant number of sensitive species.
- o *LEVEL 3 - High Sensitivity:* Level 3 boundaries include all areas of multiple resources and high value resources and/or areas currently thought to be critical to the integrity of viable habitat areas.

¹ Otay Ranch Resource Sensitivity Analysis, Joint Project Team, 6/12/91 (Otay Ranch Reference Document).

2. Environmental Impact Report

California Environmental Quality Act (CEQA) requires the preparation of Environmental Impact Reports (EIR) for discretionary projects requiring the approval of state or local jurisdictions.

An EIR has been prepared for the City of Chula Vista and the County of San Diego for Otay Ranch. The document was been prepared in accordance with all of the criteria, standards, and procedures of CEQA, the State CEQA Guidelines, and the environmental review guidelines of the City of Chula Vista and County of San Diego.

The City of Chula Vista was designated as lead agency responsible for the preparation of the environmental documentation and for coordination with the County of San Diego and with an Interjurisdictional Task Force. The County of San Diego, including the Department of Planning and Land Use, Public Works, and Parks and Recreation, as a responsible agency, has provided direction in the preparation of the EIR. Additional agencies involved in the environmental review process included the City of San Diego, County of San Diego Air Pollution Control District, and the San Diego Local Agency Formation Commission (LAFCO).

The purpose of the Otay Ranch EIR is to inform the public, decision makers, and regulatory agencies about the nature of the project being considered and the extent and type of impacts the proposed project or alternatives would have on the environment if the project were to be implemented. CEQA requires that major consideration be given to avoiding significant environmental impacts. The responsible public agencies also remain obligated to balance possible adverse effects against other public objectives, including economic and social goals, in determining whether or not, and in what manner, a project should be approved.

Because the EIR analyzes two General Plan Amendments and a GDP/SRP, CEQA guidelines indicate that the EIR focus on the environmental effects that can be expected to result from plan adoption, leaving more detailed analysis to be completed in conjunction with project specific EIRs.

This programmatic approach to environmental analysis allows for the "tiering" of future project EIRs on specific development proposals. Approval of subsequent plans (e.g., SPA plans or specific plans) will determine the:

- o Phasing of individual villages and infrastructure within Otay Ranch.
- o Road networks within individual villages.
- o Grading plans.

- o Specific public service locations and facilities.
- o Conveyance of dedicated parcels into the natural preserve on-site.

Mitigation measures proposed by the EIR identify the guidelines and performance standards that subsequent development proposals (SPA Plans) shall meet in order to be considered consistent with the findings of the GDP/SRP EIR.

3 Resource Management Plan

The Resource Protection Ordinance (RPO) was adopted by the San Diego County Board of Supervisors in May 1989. The purpose of the Ordinance is to protect the County's wetlands, floodplains, steep slopes, sensitive biological habitats, and prehistoric and historic sites. Article V of the Ordinance provides for exemptions from the Ordinance. Section 9 of Article V expressly exempts "any project located within the approximately 22,500-acre property known as Otay Ranch, if determined to be consistent with a comprehensive Resource Management and Protection program which has been adopted by the Board of Supervisors for the Otay Ranch."

The Resource Management Program (RMP) serves as the functional equivalent of the County's adopted RPO for Otay Ranch. The RMP also:

- o addresses State and Federal regulatory programs and functions as part of an overall multi-species/habitat and cultural resources management program;
- o provides the funding, phasing and ownership mechanisms necessary to effectively protect and manage onsite resources over the long term;
- o plans for coordinated, controlled public use and enjoyment of the Management Preserve to be established as part of the RMP consistent with protection of sensitive resources; and
- o by requiring irrevocable dedications of open space acreage, provides certainty that the open space will be preserved in perpetuity.

In contrast, while RPO provides a tool for setting aside resource areas, it does not provide effective long-term management and implementation tools, address the need for a public access and recreation plan, or address State and Federal Regulatory issues. Without appropriate management tools, resource areas set aside as part of the land development process are often subject to inappropriate and damaging uses. These undesirable uses include off-road vehicle activity, illegal dumping, shooting activities, and introduction of noxious non-native plant materials into sensitive resource areas. Such uses degrade and destroy sensitive habitats and other resources.

The RMP provides for management, resource enhancement, and restoration, research, education and interpretive activities to ensure that resource values in areas to be preserved are maintained, and enhanced in perpetuity. In these respects, the RMPs' role is similar to the Federally-mandated Habitat Conservation Plan (HCP) process; however, the RMP addresses cultural, paleontologic, and recreational resource protection needs in addition to sensitive habitats. The RMP recognizes the need for regional recreation opportunities and the perceived public "rights" to recreate in open space by concentrating recreational, educational, and institutional uses in those portions of the Preserve suited to such uses.

Rather than setting aside isolated open space areas (which occur under the RPO), the RMP approach provides an opportunity to establish large blocks of interconnected natural open space. By linking the Otay Ranch Management Preserve system to large and adjacent publicly owned open space lands with resource values similar to those found on the Otay Ranch property, the RMP contributes to the creation of an overall regional open space system, providing more than 35,000 acres of interconnected open space in Otay Ranch and the immediate vicinity.

Chapter 7

Otay Ranch Planning Documents

Section A

Hierarchy of Otay Ranch Planning Documents

California law requires that each County and City adopt a general plan “for the physical development of the County or City, and of any land outside its boundaries which ... bears relation to its planning.” (Government Code Section 65300) Each General Plan must be internally consistent, and all discretionary land use plans and projects must also be consistent with the General Plan.

The Otay Ranch General Development Plan/Subregional Plan (GDP/SRP) is a “general plan level” document jointly prepared and adopted by the County of San Diego and the City of Chula Vista.

The joint preparation, processing and adoption of the Otay Ranch General Development Plan/Subregional Plan has presented opportunities and challenges, including the practical challenge of making Otay Ranch plans fit within the existing plans and processes of the two separate jurisdictions.

Because Chula Vista and the County have organized their planning documents differently, the Otay Ranch GDP/SRP has a different status within each jurisdiction

Within the County planning structure, the Otay Ranch GDP/SRP is contained within the Otay Subregional Plan (SRP), a part of the County General Plan (Part XXIII). Accordingly, the Otay Ranch GDP/SRP is a part of the County General Plan and has equal weight with other General Plan provisions.

Within the City of Chula Vista, the Otay Ranch GDP/SRP is the planning document (General Development Plan [GDP]) required to implement the City’s zoning ordinance Planned Community (PC) zone. The Otay Ranch GDP/SRP is not part of the Chula Vista General Plan. As a means of implementing the City’s zoning ordinance, the GDP/SRP is consistent with, and subordinate to, the Chula Vista General Plan.

SPA Level Planning

Within both the City and the County, the Otay Ranch GDP/SRP is implemented through additional, more detailed planning processes prior to the subdivision of land. The City of Chula Vista requires the preparation and adoption of “Sectional Planning Area” plans. The County of San Diego requires “Specific Plans.” The requirements of each process are substantially similar. Throughout this document, both processes are referred to as a “SPA” or as “SPA level planning.”

Subdivisions and Building Permits

Upon the approval of SPA plans (within the City of Chula Vista or the County of San Diego), property may be subdivided in accordance with the California Subdivision Map Act and the Subdivision Ordinances of the respective jurisdictions. Thereafter, building permits may be issued.

Section B

Relationship Between the Otay Ranch GDP/SRP and Other Otay Ranch Documents

The Otay Ranch GDP/SRP is based upon data and analysis contained in a wide variety of studies and documents. These documents are organized into two types: Reference Documents and Implementation Program Documents.

- o **Reference Documents:** Reference documents include all documents that have been prepared in conjunction with the preparation and adoption of the Otay Ranch GDP/SRP. Some reference documents have been prepared by public agencies, other by the applicant. These documents contain background information, technical data and policy analysis related to the Otay Ranch GDP/SRP, but are not adopted concurrent with or as part of the GDP/SRP.
- o **Implementation Program Documents:** There are four Implementation Program Documents: the Village Phasing Plan; Service Revenue Plan; Facility Implementation Plans and Resource Management Plan. The purpose of these documents is to provide technical direction during the implementation of the GDP/SRP. While these documents are not part of the GDP/SRP, they provide discussion, analysis and background detail in support of the goals, objectives and policies contained in the GDP/SRP. Unlike Reference Documents, Implementation Program Documents are reviewed concurrent with the GDP/SRP.

Section C

Policies

The following policies shall govern Implementation Program Documents:

- Policy: Implementation Program Documents shall be adopted by resolution concurrent with the adoption of the Otay Ranch GDP/SRP.
- Policy: The Implementation Program Documents shall be used to guide jurisdictions in the implementation of the Otay Ranch GDP/SRP through the review and approval of SPA plans, and related required planning studies.

- Policy: Implementation Program Documents shall guide the preparation and evaluation of the annual review and monitoring report required in the GDP/SRP Growth Management Chapter.
- Policy: Implementation Program Documents may be amended or updated in response to changing conditions.
- Policy: Amended Implementation Program Documents must be approved by the appropriate land use jurisdiction, and be consistent with the Otay Ranch GDP/SRP and applicable General Plan.

Implementation Program Documents

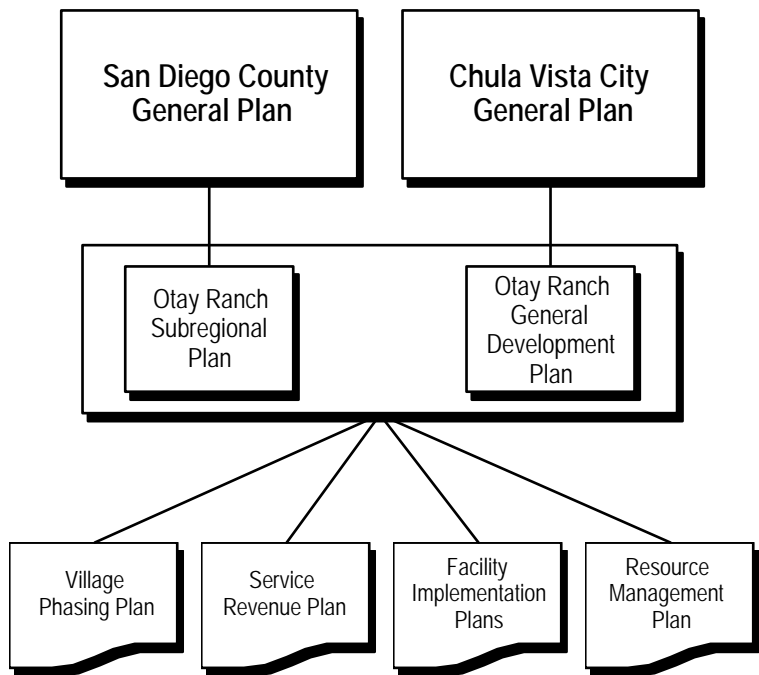


Exhibit 15 Implementation Program Documents

- o **Village Phasing Plan:** The Otay Ranch Village Phasing Plan is an implementation requirement of the GDP/SRP Growth Management Chapter. The Phasing Plan is designed to ensure that Otay Ranch complies with the goals, objectives and policies of the Growth Management Chapter and the facility threshold standards and processing requirements contained in the Capital Facilities Chapter of the GDP/SRP. To remain timely, the Phasing Plan shall be evaluated and updated as part of the

GDP/SRP annual monitoring and SPA review process requirements.

The fundamental basis for the Phasing Plan is to time the development of villages in a logical order to respond to market forces, ensure the timely provision of public facilities, assure the efficient use of public fiscal resources, and promote the viability of Otay Ranch villages.

- o **Facility Implementation Plans:** Facility Implementation Plans provide an integrated and comprehensive analysis of the public facilities necessary to serve the Otay Ranch. Each of the 22 facility implementation plans review applicable public goals, objectives and policies and recommends policies to govern the implementation of the Otay Ranch GDP/SRP. The plans also evaluate the existing facilities, which serve the Otay Ranch Project Area and surrounding communities. The plans analyze the demand for new facilities necessary to serve the build-out of the Otay Ranch.

Several GDP/SRP Goals, Objectives and Policies and EIR mitigation measures require the preparation of “Facility Master Plans.” It is anticipated that revisions to the Facility Implementation Plans (or attendant appendices) will satisfy this requirement.

Otay Ranch Public Facility Implementation Plans

Public Facilities

- Drainage Facilities
- Sewerage Facilities
- Integrated Solid Waste Management
- Transportation System Facilities
- Urban Run-off Facilities
- Water Facilities
- Water Reclamation Facilities

Social Facilities

- Arts and Cultural Facilities
- Cemetery Facilities
- Child Care Facilities
- Health and Medical Facilities
- Religious and Benevolent Facilities
- Social and Senior Services Facilities

Community Facilities

- Animal Control Facilities
- Civic Facilities
- Correctional Facilities
- Fire Protection and Emergency Facilities
- Justice Facilities
- Law Enforcement Facilities
- Library Facilities
- Parks and Recreation Facilities
- School Facilities

Exhibit 16 Otay Ranch Public Facility Implementation Plans

- o **Resource Management Plan:** The Resource Management Plan is intended to achieve two goals: (1) provide long-term protection, enhancement and management of sensitive resources; and (2) create an open space system that will serve as a living museum by providing new opportunities for research and education about the South County's natural heritage.
- o **Service Revenue Plan:** The purpose of the service-revenue analysis is to clearly define and compare the estimated cost and revenue characteristics of various land use plans. It also outlines municipal and regional service and infrastructure responsibilities, and how facilities and services will be financed.

This Page Intentionally Left Blank.